



*Social change through interfaith understanding and cooperation*

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August 26, 2013

Thank you for attending the community forum at St. Michael Catholic Church on August 19, 2013. As promised, we are responding to the questions raised at this forum.

As we explain in greater detail here, having a managed space to meet the basic human needs of people who now live on the streets, within walking distance of the downtown core, is a significant step in how we provide services in the community.

The homeless are already in neighborhoods, sleeping in alleys and under picnic tables, eaves and awnings and leaving trash in and around parks and churches all over the city.

Our shelter proposal hopes to alleviate this by being a place where unsheltered men and women, some with mental illness, substance abuse, and even ex-offender status, can sleep, go to the toilet, receive *professional* counseling, and take the first steps toward permanent housing. This makes everyone safer. Not only do general statistics and multiple studies show this, we know it from local experience: when the Occupy encampment drew the homeless off the streets to the shores of Capitol Lake, numbers of police calls shrank significantly in the downtown area and beyond. That is why this project is supported by both the Olympia police chief and the Thurston County prosecutor.

Finally we need to recognize that until we actually deal with homelessness in our community, we will not have a vibrant downtown, nor safe neighborhoods, nor can we call ourselves a humane civilized society. We have listened to your concerns, done our best to address them directly and are taking the time to provide this detailed document and move forward with utmost community support.

We are concerned with the safety and security of all the residents of Olympia and surrounding communities. This includes the homeless and those with mental illness, substance abuse issues, veterans with PTSD, but it also includes families and children and seniors.

Together, we can all be part of the solution.

Interfaith Works

RESPONSES TO CONCERNS & QUESTIONS  
ABOUT INTERFAITH WORKS' "THE PEOPLE'S HOUSE" PROPOSAL  
SHARED AT  
COMMUNITY FORUM  
AUGUST 19, 2013  
ST. MICHAEL PARISH

## **A. Neighborhood impacts**

**CONCERN:** *The proposed shelter will be a magnet for an outside homeless population migrating here. There is a sense that other communities in the area are already "sending" homeless people to Olympia.*

**A range of studies across the U.S. have shown that homeless people do not migrate for the purpose of accessing services. This is the case in our area as well. When homeless people move from place to place to place it is most often for work, family or other reasons not related to seeking services. Data from our own homeless studies in Thurston County, including the annual homeless census, support this conclusion.**

Based on information in the 2013 Thurston County Homeless Census -- Last Permanent Residence poll:

- 80% of unsheltered individuals are from within Thurston County
- Of those from Thurston County, 47% are from Olympia
- 14% are from Washington State
- 6% are from other states

This data is consistent across *eight years* of Thurston County homeless census counts, even as our local homeless system has grown and developed new features, mostly centered in Olympia. Homeless people, just like housed people, tend to migrate toward urban hubs. Olympia is the urban hub of Thurston County and the majority of our unsheltered homeless are already from our area.

In fact, a number of ordinances dating back a number of years have banned camping in the woods around Olympia, limited sidewalk use, banned busking downtown (lifted earlier this year in Olympia) and most recently, passed a "no-camping on city owned property" ordinance by the Olympia City Council in early 2013.

The idea that providing homeless services creates a magnet for the homeless is a common myth.

<http://www.cohsf.org/>

Still it persists in communities throughout the west coast and beyond.

Independent blog post from San Francisco

<http://district5diary.blogspot.com/2009/04/homelessness-as-issue-in-sf.html>

Ocala, FL Homeless magnet

<http://www.ocala.com/article/20130616/OPINION/130619805>

Is Portland too attractive to homeless? Portland, Maine

<http://bangordailynews.com/2012/12/21/news/portland/are-cities-like-portland-too-attractive-to-homeless-people/>

Portland, Oregon: Opinion piece "transients from elsewhere flocking to our city"

[http://www.oregonlive.com/opinion/index.ssf/2012/09/changing\\_our\\_attitudes\\_toward.html](http://www.oregonlive.com/opinion/index.ssf/2012/09/changing_our_attitudes_toward.html)

**CONCERN: Will there be a loss of property value, or an increase in damage and stolen property?**

There are a number of homeless services located in or around the eastside and downtown neighborhoods and there are no data to suggest that property values have decreased in this area because of such services. Nor are there any data to suggest that property crimes or violence have increased due to the placement of services in any given area.

History shows that other external costs have actually reduced as a result of providing these services. Public costs linked to high utilization of police and emergency services are reduced drastically, thus saving significant amounts of tax dollars. Below is a link to a study by University of Washington researchers of the impacts of the "1811 Eastlake" program in Seattle. 1811 Eastlake is a permanent supportive housing facility that is part of the Downtown Emergency Services Center (DESC), which also operates three emergency low-barrier shelters in Seattle that feed into their many supportive programs. We assume these outcomes from Seattle will be replicated in the case of the People's House: as we make our homeless network stronger, we will save significant public dollars.

[Health Care and Public Service Use... DESC cost savings analysis  
jama.jamanetwork.com/article.aspx?articleid=183666](http://jama.jamanetwork.com/article.aspx?articleid=183666)

**CONCERN: *Many social (and specifically homeless) services operate in (or near) the east side of Olympia. Why is there such a centralization of services? Siting of such services should be addressed through regulations and comprehensive planning.***

**We recognize the mixed residential and commercial nature of the area adjacent to downtown and understand that residents there have localized concerns. We also recognize that the area west of Eastside Street is urban and central in character and is shared by many different kinds of residents, businesses and services.**

A number of social services operate primarily in the east part of the downtown core because that location is zoned for many diverse uses, is central and easily accessible to clients on foot, and the immediate neighbors are primarily government

offices, not residences. As we explore the potential site on 10th Avenue SE, or any other sites in the area, we seek to achieve both the benefits of an accessible and functional location, and minimize impacts on adjacent areas.

Broader issues of comprehensive planning, rezoning or a new regulatory scheme governing shelters, homeless-related services or social services in general are the purview of the City Council. We recognize the merits of coherent planning but also understand that a significant delay of our program while these broader questions are considered or debated would cause real human suffering as winter approaches.

In two cases -- the Bread & Roses House of Hospitality and SideWalk Advocacy Center -- services are located on residential streets in the Eastside neighborhood, and these have operated with minimal complaints from the neighbors because they have worked hard to be good, responsive and caring neighbors. SideWalk, a program of Interfaith Works that opened in 2011, took a run-down church-owned structure that had been an occasional refuge for squatters and homeless campers, refurbished the building, landscaped, and as part of our advocacy services made certain that our clients treated the neighborhood with respect and care. Since opening, a handful of comments from neighbors have been responded to swiftly. Bread & Roses, with a longer history at its location, has had a similar experience.

***CONCERN: Why aren't various homeless services located across more South Sound communities? Why does everything have to be centered in Olympia? All the municipalities should be shouldering their "fair share."***

**Relocating and decentralizing essential services on which the street population depend for their health and safety is not practical and will create insurmountable access challenges, resulting in a greater disconnect from services for the population seeking them and a higher degree of unmanaged homelessness, with negative impacts on downtown and adjacent neighborhoods.**

Olympia is the de facto "downtown" of Thurston County. Homeless people, just like housed people tend to migrate toward urban hubs to access resources. The street community largely congregates, lives, socializes, and accesses what they need in downtown Olympia, much like the general population.

The Thurston County Ten Year Plan on homelessness and housing identified the "Coordinated Entry" model as paramount in reducing homelessness in our area. Coordinated Entry, or a "no wrong door" approach creates ultimate access for people to get plugged into a network of services. Through our agency partner, the SideWalk, we are greatly improving the coordinated entry system in our area. Further, participating in coordinated entry will be required of all programs seeking federal and state funding for homeless sheltering efforts beginning in 2014.

Imagine a homeless services map placing a soup kitchen in Lacey, primary shelter services in Tumwater, housing services office on the east side, a free health clinic in the South Capitol neighborhood, veterans services on the west side, and accessible

showers and hygiene services in downtown Olympia. A decentralized service system is simply unworkable.

**CONCERN:** *Why were some downtown core locations that were considered earlier for The People's House essentially vetoed by developers? Were safety concerns considered there? Isn't the downtown community pushing the problem on the nearby neighborhood?*

Since January, we have made comprehensive efforts to survey and evaluate sites, using broad and inclusive criteria. Over 50 locations were researched, contacted or visited. During May and June, two sites in downtown Olympia were explored seriously as potential locations for the shelter. Public safety concerns were not a key factor in dropping consideration of these properties. These sites conflicted with specific development projects that were well underway, rendering the potential use as shelter unfeasible.

Our interest is not political or financial, rather our motivation is to provide competent and respectful care to the unsheltered homeless members of our community and mitigate the impact on the community at large.

**CONCERN:** *What site criteria are you using to identify potential sites?*

Certain site criteria are necessary to maintain a safe and viable facility. Therefore we have limited flexibility of options. Below are the criteria that have guided our searches:

#### **Site Selection Criteria**

The People's House

- Objectives of site selection based on
  - Safety
  - Minimizing community impact
  - Serving target population
- Location in or near downtown Olympia core, and accessible by foot, public transportation
- Minimum size of 5,000 square feet with open floor plan and also divisible space allowing for the following:
  - Availability of separate entrances for men/women
  - Combination of larger congregant areas and side rooms
  - Provision of small administrative office space
  - Floor plan supportive of easy staff monitoring and lines of sight
  - Securable interior sleeping area for women and vulnerable populations
  - Separate access to bathrooms
  - Easy to monitor entrances
  - ADA code-compliant for exits, bathrooms
  - Outside space to serve as designated smoking area that is screenable or not near pedestrian paths or views
  - Well-lit exterior perimeter

- Secure storage room(s)

The concept of this shelter (and others like it in neighboring cities) is entirely designed around the specific community that will be utilizing the shelter. The reason that we have the specific site criteria and program rules that we have are because of surveys from the street community (n=47, see results below) about what their stated needs are and why they go without shelter. Additionally we pinpointed site criteria building off of past experience with programs in Olympia that have been successful and also had many challenges because their site was not an appropriate fit for the needs of the program.

It is essential in our view that the project be planned and its impacts evaluated from the vantage point of nearby residents. This we appreciate and recognize as an important objective of our project.

Survey results of a portion of the street community gathered over 2 nights in downtown Olympia:

- 82% -- Sleep outside of downtown business fronts/doorways
- 89% -- Would use a low-barrier shelter located downtown
- 58% -- Denied service at Salvation Army or other shelters
- 96% -- Would use a centrally located drop-in center

**CONCERN: *Organizers of the proposed shelter don't live or conduct their business in the neighborhood. Some local residents view the project sponsors as "outsiders" who are not sensitive to local concerns and are attempting to "railroad" the neighborhood.***

We are an organization of faith and spiritual communities including eastside neighbors, St. Michael Catholic Parish and First United Methodist Church of Olympia. In addition, some members of our board and senior staff both live in the neighborhood and own rental property there.

We are from here, live here and our roots are deep in Olympia including the eastside neighborhood. We identify with and believe very much in the community around us, and all the parts that make it a whole.

**CONCERN: *Clients of the proposed shelter will tend to loiter outside, causing a nuisance for local businesses and making the area undesirable.***

The People's House will enforce a strict rule against any congregating or loitering in the vicinity of the shelter, and will work to prevent any congregating on the street away from the shelter as well. Respect for the neighborhood has been a required element of all of our social service and shelter programs. If persons thought to be shelter users congregate in the immediate area out of site of shelter staff, we encourage neighbors to contact our 24-hour hotline and we will intervene as appropriate.

The only exception to this rule will be a planned outside smoking area that will be screened and not visible from any commercial or pedestrian areas. Staff, shelter

guests and volunteers will not be allowed to congregate anywhere else on the property, and will be directed not to do so in the immediate vicinity.

If the 10<sup>th</sup> Avenue site becomes a shelter we would press the City of Olympia to expedite existing planning and work on a walking path providing foot access through city-owned property directly from Plum Street to the site. This shortcut path would have the effect of directing foot traffic away from the neighborhoods, minimizing community impacts to the east. We view the completion of this footpath as a key feature of this proposed shelter site.

**CONCERN: *Will shelter clients be allowed to bring noisy and dangerous animals to the shelter?***

**TPH will provide safe and hygienic outdoor kennel facilities for pets that do not pose a health risk to humans or other animals. With this kennel resource, an important barrier is removed for some persons seeking shelter.**

People living on the streets sometimes have pets; in some cases these are service animals, in others they are life companions that have a positive emotional and physical influence on their owners. Shelters cannot legally deny someone services for having a service or companion animal with proper documentation. Further, according to the Americans with Disabilities Act, "...although a number of states have programs to certify service animals, you may not insist on proof of state certification before permitting the service animal to accompany the person with a disability". Therefore, you cannot ask someone for proof of papers before allowing them services. Shelters in Portland and Vancouver BC are just two cities that safely accommodate pets so we have a structure to build from.

Companion animals are also a vital safety net for people living on the streets that are vulnerable to dangerous and violent situations. Pets provide an extra set of eyes for people's safety. Prohibition of animals inside shelter facilities is virtually universal, but without provision for kenneling, pet owners find themselves shut out of the shelter option. A kennel facility will be constructed based on the nature and constraints of the shelter property itself. It will be designed to mitigate noise and other off-site impacts.

Link to Americans with Disabilities Act service animal requirements:

<http://www.ada.gov/gasrvc>

[www.petsofthehomeless.org](http://www.petsofthehomeless.org) provides food and veterinary services for homeless pets in various parts of the Country. Their website explains some of the reasons why it is so important to support the pets of homeless people.

## **B. Security & Safety Risks**

Risks to clients, staff, volunteers, neighbors and property owners are of equal concern to us -- and we will continually evaluate and systematically address issues

of risk.

Concerns linking crime and safety risks with the homeless population have been expressed in the past. During the early phase of the Camp Quixote homeless tent encampment, strong safety concerns were repeatedly aired at public meetings whenever relocation of the camp was planned. The same kind of concerns were raised when SideWalk, a program of Interfaith Works, sought to operate from a building located next to First United Methodist Church. During more recent consideration of the proposed Quixote Village in an industrial lot off Mottman Road, as well as the proposed development of the Smith Building to serve homeless families with children, objections based on safety and crime fears stemming from the presence of homeless clients were expressed. Over time, these concerns have abated through productive community dialogue, partnership and responsive agency practice.

***CONCERN: Sex offenders will be staying at a shelter close to a school and neighborhood.***

**We understand the concerns that community residents have about released sex offenders and others with records of violent crime being allowed in the shelter.**

Registered sex offenders are already present in the eastside neighborhood, and this fact alone unsettles many people; as of this publication date, seven registered offenders of different levels live in a short walking distance from the neighborhood schools. There are also offenders registered as transients without a fixed address who currently have no shelter to stay at in Olympia and are likely living on the streets in or near downtown. This is a key facet of unmanaged homelessness that The People's House seeks to address in order to improve public safety and prevent offenders from re-offending.

Risk assessment of sex offenders is done by our state's court system, corrections department and local law enforcement, according to law. Assessments determine what level to classify released offenders, and when and how to reclassify them if warranted.

**CONCERN: What are the sex offender laws and guidelines?**

There are three classifications of Registered Sex Offenders—Level I, Level II, and Level III.

- **Level I offenders** are considered low risk to the community, and their probability to re-offend is considered low. They normally have not exhibited predatory-type characteristics and most have successfully participated or are participating in approved treatment programs. Many are first time offenders.
- **Level II offenders** are considered a moderate risk to the community, and have a higher probability of re-offending than Level I offenders. They are considered a higher risk to re-offend, because of the nature of their previous crime(s) and lifestyle (i.e. drug and alcohol abuse, and other criminal



- activity). Offenders in this classification have either refused to participate or failed to complete approved treatment programs.
- **Level III offenders** are considered a potentially high risk to the community and are a threat to re-offend if provided the opportunity. Most have prior sex crime convictions as well as other criminal convictions. Lifestyles and choices place these offenders in this classification. Some have predatory characteristics and may seek out victims. Offenders in this classification have either refused or failed to complete approved treatment programs.

Reporting requirements for registered offenders with no fixed address are particularly stringent compared to most housed offenders -- they are compelled to report in person to the local sheriff on a weekly basis, and must provide an accurate accounting of where they stayed during the week. This has the practical effect of keeping law enforcement apprised of the whereabouts of the offender and is widely considered an effective tool in preventing re-offending. Local law enforcement agencies frequently communicate with shelters all over the United States to monitor transient sex offenders.

*Access to a shelter is a positive factor associated with offenders meeting the requirements of their release, while banning them from shelter forces them into the more stressful life on the streets associated with a greater likelihood of recidivism.*

**CONCERN: Can registered sex offenders legally reside close to a public or private school, such as the St. Michael School, Madison Elementary or Avanti High School?**

For the most part, yes they can. Unless court ordered restrictions exist, sex offenders are constitutionally free to live wherever they choose. **The exception is the Community Protection Zone statute:** certain sex offenders convicted after July 2005 with a first "two strikes" sex offense against a minor and sentenced to be under community custody are not allowed within 880 feet of a school. Such individuals represent 1%-3% of all sex offenders in Washington State. These rare cases are intensely monitored by the Department of Corrections and local authorities, who commonly assist in securing legally-compliant housing for the offender.

If the chosen site for The People's House is located within that 880 foot proximity to a school, we will follow the letter of the law. If such a person comes to the shelter, by law we will be unable to provide services for that individual. It is the responsibility of the convicted individual to report their status to our agency. This policy will be clearly communicated in the client intake and registration process that each individual will undergo.

In the event that we do encounter an individual with a Community Protection Zone conviction, we will not provide shelter services for that person.

**CONCERN: Your shelter won't routinely require IDs. What about sex offenders who do not self-report at the shelter?**

By law, it is the responsibility of the convicted sex offender to register his/her/their address. If an offender is living at the shelter, that will be the registered address. Law enforcement agencies work with shelters in Washington State and across the country to monitor homeless sex offenders.

Registered sex offenders with no fixed residence have no incentive to fail to report their identity and status to any shelter they seek to use. They are obliged to live under terms of release as determined by a court, must report to the local Sheriff every week about where they are staying, and are under threat of more stringent reclassification or reconfinement if they break these terms.

As a matter of daily risk management practice, TPH will maintain an updated list of sex offenders registered in Thurston County and, in the remote instance that an offender fails to self-report, staff will be able to identify such persons that contact the shelter during intake. As a social service agency, we are bound to report such infractions to the authorities.

**CONCERN: Is there increased crime related to this kind of shelter? Are there studies on increased crime with shelters?**

There is not a strong body of research about crime related to shelter siting. A well-managed shelter program, with professional staff assisted by trained volunteers, will contribute to a reduction in police calls, and crime rates. Support from Olympia Police Chief Roberts speaks to the potential for community improvement:

*Current research indicates that a community resource such as People's House will lessen the number of law enforcement responses involving persons experiencing homelessness, reduce the number of misdemeanor citations and decrease the overuse of hospital emergency visits.*

*The People's House will provide a much-needed safety net for the downtown community. Creating this community resource will enhance the well-being of Olympia's citizenry as well as serve as a strong first step in developing a safer downtown for all.*

-Chief Ronnie Roberts, Olympian Police Department

**CONCERN: What additional police resources and partnerships with police are envisioned?**

We are committed to a close and creative partnership with local law enforcement. Over the past months, we have conferred on shelter safety practices, intake of certain nuisance offenders, accessing future funding for programs aimed at reducing unnecessary police calls and associated public safety costs, and the need for closer coordination between the police and social services.

**CONCERN: If the shelter is located near credit unions, what will be done for safety of bank customers?**

We do not anticipate shelter clients congregating or causing disturbances at any local businesses in close proximity to the shelter site. Our stated policy of no outside congregating will be enforced. We will work in close concert with businesses to respond to any incidents rapidly and will not hesitate to call on the police, who are located in close proximity to the eastside neighborhood.

Banks are located in urban areas all over the country, including locales with significantly higher crime rates and criminal activity than Olympia. Banks security practices are well-designed and effective.

**CONCERN: Do shelter clients with weapons and drugs pose any increased risk to the neighborhood?**

We will have a strict no weapons and no drugs policy on site. We are developing a policy, again, based on best practices used at other shelters, to deal with potential shelter guests who are in possession of weapons when they arrive.

As it stands right now, our policy allows for persons to check an approved weapon with a trained staff member, who will label and store it in a secured safe box, and then return it to the owner when they leave the shelter. This is usual practice in many institutions including jails and mental health treatment facilities. There is a list of banned weapons at the shelter to maintain a base level of safety including firearms.

Experience in other low-barrier shelter shows that when the rules are clearly known, it is rare that shelter guests are turned away because of refusal to relinquish weapons.

It is also important to note that both drugs and weapons are not exclusive to homeless people, and that facilities, including law enforcement, release people into our neighborhoods and downtown areas each day in known possession of legal weapons and drugs. It is also important to understand that when other facilities in the area with higher barriers turn people away, they are not responsible for where those people go next.

**C. Siting issues, criteria and process****CONCERN: *Would you consider another site?***

Yes. We are open to any suggestions of potential locations that would meet our site criteria. We must come together as a community to solve the issue of homelessness. Olympia has a long history of supporting people in need and we cannot be

successful without community support.

**CONCERN: *Is proximity to schools part of the siting criteria for The People's House?***

**Proximity to schools, parks, bus stops and other locations frequented by children are always an important factor in shelter siting. In an urban setting, we view the issue of proximity not as an automatic disqualifying condition but rather as posing a set of safety issues to be addressed through effective program design and management, along with police and community partnerships, with the goal of reducing or eliminating risks or the perception of risks.**

There are no legally mandated distance requirements or "exclusion zones" relating to shelters per se, and "proximity" is an issue that is best addressed through community dialogue over perceptions of safety.

In this spirit, we point to the positive example of the The Salvation Army "cold weather" shelter facility and the adjoining Catholic Community Services "Community Kitchen", which have operated for many years on 5th Avenue between Plum and Pear Streets, serving clients *without any background checks and without regard to sex offender status or other criminal categories often perceived to be high-risk*. This site is located a short three blocks from the Knox Building/Madison school campus.

These programs have always regarded public safety with the high importance it deserves -- and their locations and activities have not been associated with any incidence of crime or increased risks to children in the adjacent neighborhood. Indeed, the Community Kitchen is well known for encouraging school groups and parents with children to serve as volunteers in preparing and serving meals to the mostly homeless clientele in the closest proximity possible.

## **D. Facts on Homelessness and the homeless population in Olympia/Thurston County**

### **Who are the *homeless*?**

**The homeless, or the street community of Olympia is a diverse group of individuals and families that are exactly that ... a community. The street community includes infants, children, teens, women, men, elderly, veterans, lesbian, gay, bisexual, transgendered youth and adults, people with mental health challenges, people with substance use and chemical dependency challenges, people with criminal records, primarily non-violent felony charges and many more.**

According to the National Alliance to End Homelessness, fewer than 16% of homeless people are considered "chronically homeless". Yet, when most people visualize a homeless person, they visualize a chronically homeless individual.

- Inadequate income leaves most people homeless.
  - Declining wages have put housing out of reach for many workers: in every state, more than the minimum wage is required to afford a one- or two-bedroom apartment at Fair Market Rent. [www.nationalhomeless.org](http://www.nationalhomeless.org) (National Low Income Housing Coalition, 2001). In fact, in the median state a minimum-wage worker would have to work 89 hours each week to afford a two-bedroom apartment at 30% of his or her income, which is the federal definition of affordable housing (National Low Income Housing Coalition 2001).
- Chronic homelessness is often the public face of homelessness. "Chronic" has a specific definition, involving either long-term and/or repeated bouts of homelessness coupled with disability (physical or mental). People experiencing chronic homelessness often end up living in shelters and consume a plurality of the homeless assistance system's resources.
- Veterans often become homeless due to war-related disabilities. For a variety of reasons – physical disability, mental anguish, post-traumatic stress, etc. – many veterans find readjusting to civilian life difficult. Difficulties readjusting can give rise to dangerous behaviors, including addiction, abuse, and violence, which, coupled with the difficulties, can lead to homelessness. <http://endhomelessness.org/>
- Persons with severe mental illness represented about 26 percent of all sheltered homeless persons (Annual Homeless Assessment Report to Congress, 2008).

Olympia has an unmanaged homeless situation. Whether you engage with the street community regularly or not, it affects all of us. As a city, we must provide a managed solution to this issue so that the impact on our neighborhoods, downtown and surrounding areas is mitigated.

**CONCERN: How does the shelter function in relation to the other components of the system?**

## **E. Structure of local system**

**CONCERN: What role does the Salvation Army play?**

The Salvation Army was contracted during winter 2012-13 by Thurston County to provide a sporadic nightly resource called the "Cold Weather Shelter." This program has been housed at Salvation Army for many years, having replaced an emergency arrangement established jointly in the 1990s by the three major municipalities and the County to provide an emergency warming shelter in public facilities on the coldest nights. In November, the Salvation Army announced that 2012-13 was the last year they would conduct the cold weather program, as it conflicted and undercut their in-house program.

The cold weather shelter operated on the basis of weather forecasts; if two or more forecasts predicted advance overnight temperatures at or below 38 degrees, the shelter would announce it was open that night. At the urging of County officials, this was a more liberal temperature threshold than in previous years, when the mark was set at 32 degrees. In 2012-13, the shelter was open 60% of the nights.

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|--|------|
| <b>SALVATION ARMY<br/>COLD WEATHER SHELTER<br/>OCCUPANCY 2012-13</b> |      |
| Nights open  | 92   |
| Nights not open  | 60   |
| Avg. men/night   | 15.5 |
| Avg. women/night   | 2.5  |

An analysis of last winter's occupancy patterns of the cold weather facility indicates that use went up sharply -- reaching capacity of 25 men and 5 women per night -- when the shelter was open for several consecutive nights. After a period of closure and reopening, numbers were always lower. The uncertainty of the shelter's status night to night was most likely a clear factor affecting usage.

**CONCERNS: *Why are there open beds in other shelters? Why are they under capacity?***

**This concern refers mainly to the low occupancy rates at the Salvation Army's specialized dormitory-type residential program based on a client self-improvement model. The Salvation Army stays consistently around the 40-50% capacity rate and there are many reasons why this happens. Mainly, we must understand that the Salvation Army is a transitional housing program rather than a true emergency shelter. There are many barriers people face rather than are far more complicated than refusing to "follow the rules". I will present the expectation and then present a reason why this is commonly a barrier.**

In order to stay in the Salvation Army program one must:

- **Present Valid ID**
  - Valid ID for people living in extreme poverty and on the streets is an extreme barrier to service. Bags/wallets/personal belongings are stolen, lost, or confiscated (with or without formal charges). WA State requires that you show valid proof of identity (see list here: <http://www.dol.wa.gov/driverslicense/idproof.html>), proof of residency, \$20 fee, and a valid address for the ID card to get mailed to.
- **Length of stay requirements**
  - Arbitrary time limits on a length of stay, people become scared of failure and find that they meet their time requirements before they are

ready to leave. They are then left unsheltered and fall back into cycles of street homelessness which highly increases their risk of death and injury.

- Further, length of stay limits are born out of a stigma that people in shelters are “leaching off the system” and if we do not give them proper boundaries they will abuse the service. By creating a network of services we expect people to move through The People's House and on to the life they want for themselves.
- **Earn gainful employment within two weeks of their stay**
  - WA State unemployment rate is 6.8% as of May 2013. There simply are not adequate jobs in this economy.
- **Must save 80% of their paycheck towards a lease agreement**
  - This presents a major barrier for people because often their credit is ruined due to foreclosure or other financial hardships so they are unable to pass a credit check on a lease agreement until they clear up their past debts.
- **Must be in by 7 or 9 o'clock curfew.**
  - Due to the job requirement of Salvation Army guests often shelter guests get to the labor office early to find work. Sometimes these jobs do not end until late at night thus making it impossible for a shelter guest to both find a job and meet curfew. They are put in the position of choosing between their job and their shelter.
  - Further, if they do not make curfew they are either turned away or required to meet with a case manager the following day if permitted to stay.
- **Pets are not allowed**
  - This concern is answered in the document above.
- **Couples are not permitted to stay together**
  - Homeless people, just like housed people have safety networks in their lives made up of friends, family and trusted loved ones. When they come to the shelter and are separated, they are unable to maintain that sense of safety. Therefore they would rather stay with their partner outside, then stay in the shelter separated where they could face a vulnerable situation.
- **The Salvation Army currently has a significant lack of female employees and women from traumatic backgrounds are choosing not to stay.**
- **Sobriety is required.**
  - The exception to this is when the Salvation Army hosts the Thurston County cold weather program during the winter months. Sobriety is not required for that program.
  - People that have a physical addiction to alcohol or other drugs such as opiates (either prescription form or street heroin) go into violent and dangerous withdrawals if they stop cold turkey without support.
  - People in extreme withdrawal due to sobriety requirements can cause safety threat to self and others. Also, without proper medical staff, people in withdrawal can cause a threat to the integrity of a program and necessitate calls to the ER.

**CONCERN: Is The People's House shelter the dumping ground for other shelters?**

There are no shelters that “dump” or otherwise transfer guests. TPH is largely a consolidation of existing shelter resources that have operated in the past in only an interim, seasonal or ad hoc fashion. Most of the beds to be offered at TPH have historically been provided during the winter months only under the coordination of the Interfaith Women's Shelter, St. Michael Parish and Salvation Army's publicly funded “Cold Weather Shelter.” None of these shelter programs are slated to continue in 2014, representing a net loss of 24 beds on an average nightly basis.

**F. The People's House sheltering model and plan**

TPH was created based on the stated needs of the street community of Olympia themselves, the 2013 Thurston County Gaps analysis that identified low-barrier shelter for adults a top priority and in response to the passing of the Olympia Municipal Code, Chapter 12.74 “no-camping on city owned property” ban in January, 2013.

Many of the rules and requirements that exist within traditional shelters can be difficult or impossible for clients to abide by in times of adversity, and therefore serve to exclude them from accessing resources. We believe that safety, health, respect, and good neighborhood stewardship can be prioritized in a shelter-first model, and it has been shown as a best practice to offer services in a way that is accessible and ultimately successful in stabilizing homeless individuals from the trauma of street life.

The People's House shelter-first model is primarily based off of the housing-first model used by the 1811 Eastlake Project in Seattle, the low-barrier safe shelters in Vancouver, BC and Rain City Housing also located in Vancouver, BC. 1811 Eastlake uses client driven services, and through research and studies were able to prove that low barrier services are best practices in serving the “hardest to house” populations. The model is also influenced by Rain City Housing, which is a shelter-first program located in Vancouver, BC. Shelter-first programs identify why clients are not accessing traditional services and create programs that clients are more likely to use.

**CONCERN: What is the staffing model? Does funding provide adequate staffing?**

**The bulk of our funding will pay staffing costs. In order to pay staff members a living wage we will cut non-necessities, capital costs, buy used equipment and office supplies and be very resourceful with donations.**

Our staff will have an onsite supervisor at all times who has direct experience with the homeless population, is a certified peer counselor, and who has established



relationships with the shelter guests. This person will be supported by other staff who are well trained. The staff will be supported further by volunteer power, as the People's House will be absorbing both the guests and volunteers of the faith based IFW shelter network. The staffing model is hierarchical based on credentials, skills and experience. Please see attached staffing flow chart.

**CONCERN: How will people connect to other services?**

**TPH is filling a clearly identified gap in services for unsheltered adults in Olympia. Cities with the most success in ending homelessness subscribe to a continuum of care network that begins with low-barrier emergency shelter and ends with affordable home ownership. In order for us to move people through homelessness we must provide an entry point to gain maximum access to supportive services such as mental health support (on site), chemical dependency and substance abuse programs, housing programs and many more.**

Under our agency umbrella we will operate in close coordination with SideWalk to move people into their successful rapid-rehousing program. Getting people in the door is the key for moving people through stages of recovery. Similarly, partnerships with Family Support Center, Community Youth Services, SafePlace and others will ensure that vulnerable children and adult populations be served by other agencies that help make up the greater sheltering network in Olympia.

**CONCERN: How long can people stay?**

**There will be no specified time limit on guest stays. Arbitrary time limits have proven to be a barrier to sheltering the “hardest to house” population, as they time-out, get discouraged and are unable to re-enter the shelter for a period. The premise of “shelter first” housing is that through creating a safe environment we can help guests meet their basic needs and become more stable, easing the process into housing and other services.**

**CONCERN: *What additional mental illness resources will be available?***

As shown on the staff management flow chart, shelter director, supervisors and at least 2 staff will be certified peer counselors when the doors open. Certified peer counselors go through a 40-hour training through the state of Washington state Division of Behavioral Health and Human Resources. Through our partnership with the Capital Recovery Center and training peer counselors as shelter staff, we can provide on site mental health support at all times at the shelter. We will be able to have counseling available and provide group therapy on a variety of subjects all approved by the Regional Support Network for Thurston and Mason counties.

See attached link in resource section for more information on the Regional Support Network.

**CONCERN: What are the policies and procedures for the shelter?**

We continue to develop operational protocols based on best practices. We are in the process of establishing “Good Neighbor” agreements (used by the DESC in Seattle) that will be signed by each guest upon entry. These agreements will outline expectations for behaviors, and steps that will be taken should these expectations be unmet.

As with any project of this magnitude, the policies and procedures will be lengthy and comprehensive, reflect the needs of the community, be written in accordance to the law, and be in the form of a manual. We will draw from existing Capital Recovery Center, and Interfaith Works policy and procedures and existing programs of a similar nature in other cities. TPH will make this manual publicly available when it is finalized. In the meantime, TPH organizers are available to directly communicate with the community about how we will function and what our ground rules and expectations of guests are.

Our policies and procedures will also be drawn on from similar programs in other places including:

- British Columbia Housing Emergency Shelter Program sample policies and procedures:
- [www.bchousing.org/resources/Partner\\_Resources/Program\\_Resources/Emergency\\_Shelter\\_Program/ESP\\_Sample\\_Policies\\_Procedures.pdf](http://www.bchousing.org/resources/Partner_Resources/Program_Resources/Emergency_Shelter_Program/ESP_Sample_Policies_Procedures.pdf)The Downtown Emergency Service Center in Seattle, WA:
  - not available online

### **CONCERN: *Staff training***

Staff training will be extensive and comprehensive, building on best practices and the special needs of the local community and requirements of the shelter site. Training will be ongoing, frequently updated and dynamic, tapping a wide-range of subjects including:

- Trauma informed care
- Cultural Competency
- Motivational interviewing techniques
- Mental health first aid
- CPR/First aid/Blood borne pathogens
- De-escalation techniques
- Harm reduction
- Anti-oppression training
- Critical Incident Management
- Mediation techniques

This is intended to be a framework to be built upon as needed and not an exhaustive list of trainings.

## **G. Information - Communication**

### **CONCERN: What happens next?**

**The People's House has been the project goal of the low-barrier task force that was established as a result of the camping ban ordinances passed by the City of Olympia in winter 2013. The task force meetings have been public, and the group regularly reported to city staff and council in public meetings, and advocated the establishment of a low-barrier shelter and several public and televised city hall meetings.**

Our vision was brought as a presentation or discussion topic to the Olympia Downtown Association (ODA), the Parking and Business Improvement Area (PBIA) Advisory Board, the CNA (Coalition of Neighborhood Associations), the Thurston County HOME Consortium, the Housing Task Force, Olympia City Council Meetings on numerous occasions, and Thurston County Commissioners. We have reached out to many downtown businesses and patrons. We have developed a web site. We have held three public forums, and plan additional ones. We have been featured in the Olympian several times dating back to early 2013. We have been committed to keeping our process as public and as transparent as possible.

Our main struggle in getting this project off the ground has been finding a facility. This task has been one of the focal points of our work, and certainly the most contentious issue we have had. At our forum on August 7, 2013 we publicly announced another potential location on 10th Avenue. (See timeline attached at end of document). Our awareness of this location and its potential use for our project was in close timing to the forum, and that is how we chose to announce our interest in this site. Neighbors will be formally notified before we apply for a change of use permit from the city once we move forward on a site, and will be given the dates of the public hearing that accompanies the permit process. As a developing program, we have done our best to publicize the progression of this project, seek community input, and deliver our ideas to the community as they have developed.

As stated, in the introduction, we have listened to your concerns, done our best to address them directly and are taking a step back so that we may move forward with utmost community support.

### **CONCERN: What is your funding strategy?**

**TPH is currently funded (with a stipulation that we find an appropriate location and are approved for a conditional use permit by the city of Olympia) by Thurston County Homeless Housing funds in the amount of \$400,000, with an additional seed grant of \$35,000 from the City of Olympia. We have also secured \$5,000 from private donors. These funds will allow us to lease a site, and begin operations for one year.**

After completing a year of operations, TPH will be eligible for federal grants that we will pursue vigorously. During our first year of operations we will also seek more funding from private donors, and work to maintain and expand this support base. It is likely that we will re-apply for county funds during the next funding cycle, with more leveraged funding from different sources to fill in the gaps.

These funding cycles are competitive -- public funds are relatively scarce and are not sufficient to support all programs at requested levels. To successfully win renewed funding from government sources and continued support from philanthropies and private donors, social service programs like The People's House must rigorously demonstrate they are meeting expectations and promised outcomes. We must also look to diversify governmental funding sources and apply for dollars in not only homeless realms but criminal justice dollars, treatment sales tax dollars for mental health support, chemical dependency and treatment dollars and other public funds that could be allocated towards the type of emergency services we will provide.

**CONCERN: *TPH shelter project takes away resources from preferred strategies to address homelessness, like rapid re-housing. The People's House will result in 70 formerly homeless families losing their rental assistance.***

The assertion that the recent awarding of funds for the People's House project by Thurston County is directly related to loss or defunding of Rapid Re-Housing was addressed by County Commissioner Karen Valenzuela, who recently wrote in *The Olympian*:

"We had to choose among \$5 million dollars in proposed projects when we had just over \$2 million in available funds. We spread that \$2 million over several projects that represent a balance between capital projects and ongoing services for people who are homeless or have very low incomes. We are working, as we have for several years, to create a coherent system of housing and related services to solve the problem of homelessness.

Interfaith Works' proposals for both The People's House shelter and Sidewalk's rapid rehousing program are essential elements of an effective system for ending homelessness. Residents of The People's House will be connected with rapid rehousing providers to move them from shelter to permanent housing as quickly as possible. Both Sidewalk, which serves primarily single adults, and the Family Support Center, which serves primarily families with children, have shown promising results in moving people from shelter or the streets to housing, and the Home Consortium has continued to support these programs at rising levels."

You can find the rest of the letter here: [shelters-critical-part-of-network](#)

<http://www.theolympian.com/2013/08/20/2680724/shelters-critical-part-of-network.html>

***CONCERN: What happens next? Would you revert to churches hosting “cold weather” shelters while things are figured out?***

In order to meet the timeline presented by the fast-approaching rainy season, we hope to file for a conditional use permit by Oct. 1. We are not yet moving forward on a conditional use permit submission on any specific location.

**LINKS**

**2012ThurstonCountyHomelessCensusReport**

<http://www.co.thurston.wa.us/health/sscp/pdf/2012thurstoncountyhomelesscensusreport.pdf>

**StrategicPlanningTool**

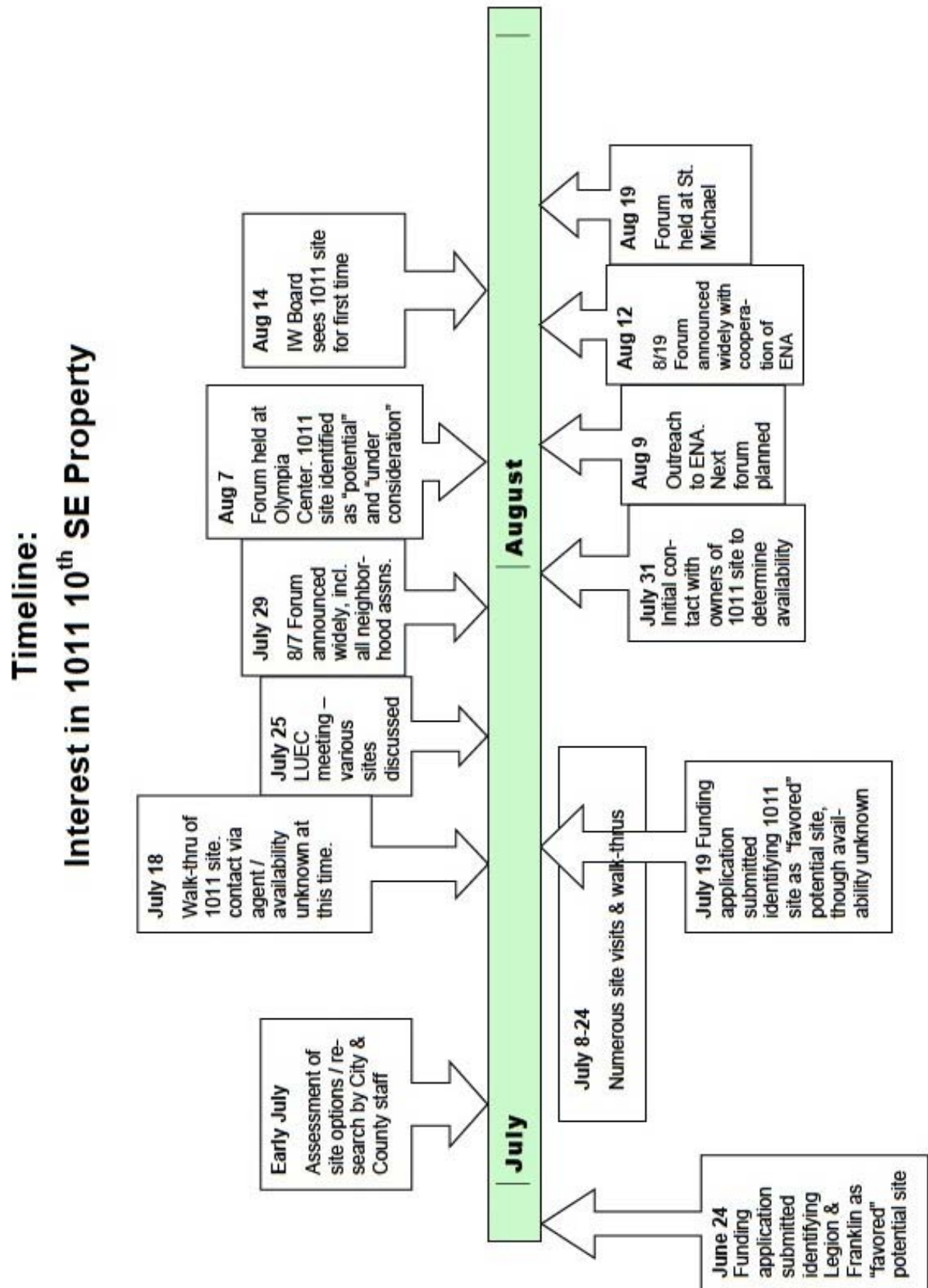
<http://www.co.thurston.wa.us/health/sscp/pdf/strategicplanningtool.pdf>

**Thurston County Regional Support Network**

<http://www.co.thurston.wa.us/health/ssrsn/>

If we have not fully addressed any of your specific questions, please email us: [thepeopleshouseolympia@gmail.com](mailto:thepeopleshouseolympia@gmail.com)

Thank you to members of the eastside community and members of the greater community for your engagement in making Olympia safer and more welcoming for all.





**A PROGRAM OF INTERFAITH WORKS**

# The People's House

Interfaith Works Board of Directors  
Executive Director

**DAY SERVICES**

**OVERNIGHT SHELTER SERVICES**

Clinical  
Supervision

Program Director

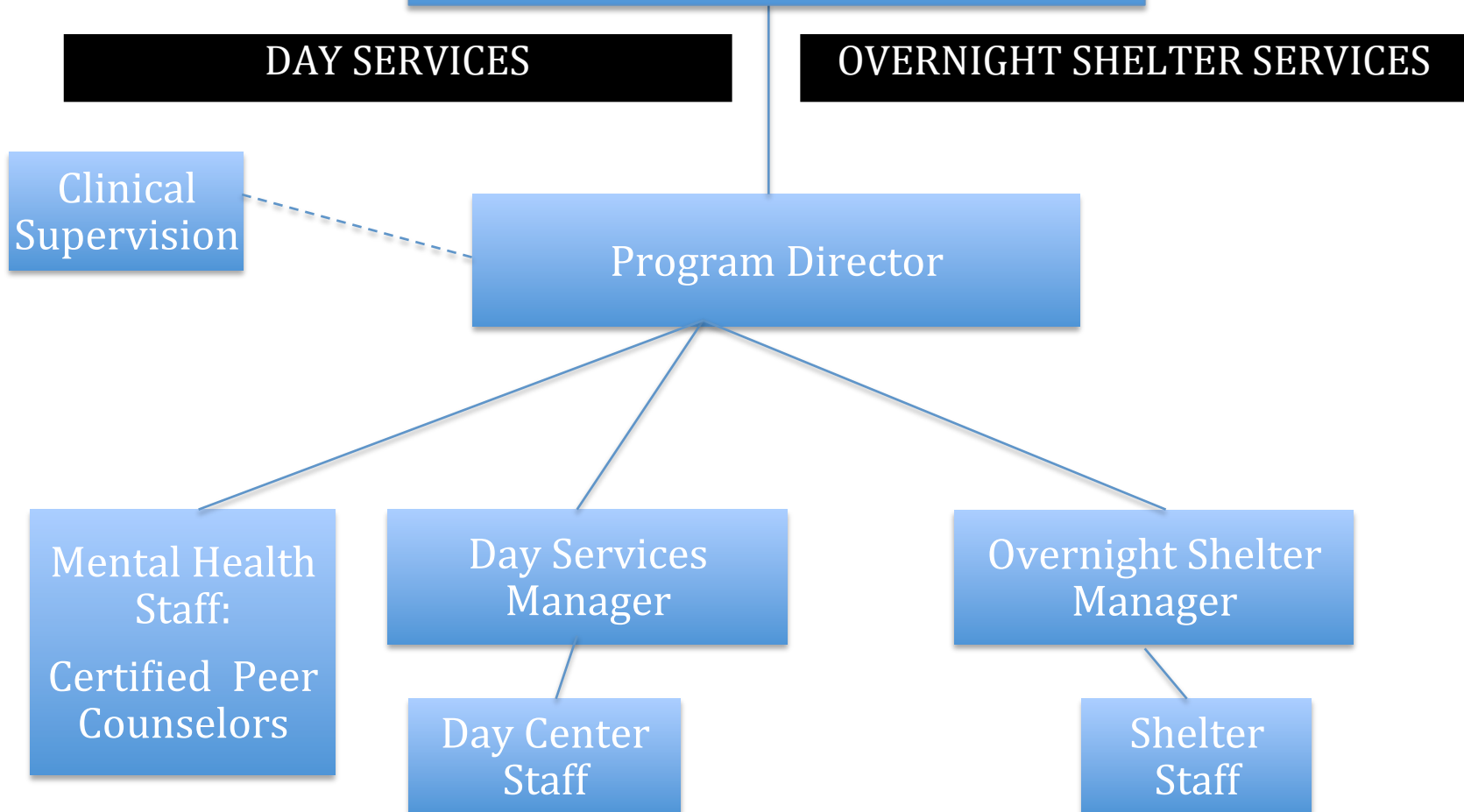
Mental Health  
Staff:  
Certified Peer  
Counselors

Day Services  
Manager

Day Center  
Staff

Overnight Shelter  
Manager

Shelter  
Staff



# The People's House

A program of Interfaith Works

## Shelter Project Management Plan

The Peoples house intends to provide ***shelter first***:

*Shelter First is a model of service delivery that provides for the basic needs of street dependent people in order to get them off the streets. Shelter first prioritizes the provision of shelter and basic needs FIRST so that street dependent people can more easily access other services next (i.e. housing programs, substance use treatment programs, mental health support programs). Practically this means:*

- Valid ID not required
- Couples permitted to stay together
- Companion pets accommodated
- Encouraged to participate in available programs but not required
- Sobriety not required

DRAFT HOUSE RULES\* (under development):

1. No violent or abusive behavior policy.
  - a. Homophobia, transphobia, racism and sexism are all considered forms of violence.
  - b. Clinical termination of services agreement following WAC and RCW regulations will be obtained with guests and services will be terminated if this rule is violated.
2. No weapons policy.
  - a. Weapons will not be permitted on site.
  - b. In the event that weapons are on site we will provide a weapons check system for certain approved weapons. Other weapons will be banned including, but not limited to firearms.
  - c. If weapons are seen or brandished an immediate suspension of services will be enforced.
3. No substance use on or around site.
  - a. Clinical termination of services agreement will apply.
4. People can only be outside in the designated outdoor space. No matter what site we end up in we *must* plan for outdoor space. We will have a courtyard area and if guests are congregating or lingering on the sidewalk they must go into the designated outdoor area.



- a. Because the city owns the property between Plum Street and the location, we are working with city staff to provide a walking access directly over that property, which would direct foot traffic away from the neighborhoods. Shelter guests simply will not travel the extra distance required to take them through those neighborhoods.
- Partnership with the Olympia Police Department to develop safety trainings in and around the facility, maintain a working relationship for emergency situations and maintain a safety plan.
- Staff monitoring of the outside areas and area around the building will be part of daily/nightly shift requirements to mitigate negative impact on the neighborhood.
- Formulation of “Good Neighbor” Policy to be signed by shelter guests in order to set a precedent of expected behavior in and around the site.
- Partnership with Family Support Center, Community Youth Services, SafePlace to ensure that vulnerable children and adult populations be served by other agencies that help make up the greater sheltering network in Olympia.

*\*If house rules are violated the shelter will follow a standard, clinical suspension and termination of services agreement between The People’s House and the shelter guest. The contract follows WAC: 388-865-0715, 0150, 0405, 0415, 0420, 0425; RCW 49, 60; 42 CFR 438.*

#### OUTLINE STAFFING PLAN:

- Board of Directors
- Interfaith Works Executive Director, Danny Kadden
- Capital Recovery Center Clinical Director, TBA
- Program Manager, Meg Martin, MSW
- 2 Full-time Shelter supervisors
- 7 Shelter Staff (varying degrees of part time)
- 2 Certified Peer Counselor shelter staff
- Additionally, the utilization of trained volunteers for facility maintenance and operational support.

#### NEIGHBORHOOD OUTREACH PLAN (under development):

- Notification of surrounding neighbors (depending on final site agreement).
- Contact information provided for easy access to address concerns.
- Community Forum August 7, 2013 at the Olympia Community Center, 6:00 p.m.
- Community Forum August 19, 2013 at St. Michael Parish, 7:00 p.m.

- Continued engagement with the city of Olympia, Thurston County, The Olympia Downtown Association, The Parking Business Improvement Association, Neighborhood Associations, and interested parties on site selection.
- Consideration of creating an ongoing Citizen Advisory Board of immediate and adjacent neighbors to manage and stay aware of neighborhood impact.

POLICY AND PROCEDURE OUTLINE (under development):

- Statement of intent for services provided
  - Who do we serve and how
- Compliance with any City, State and Federal regulations identified
  - RCW, WAC pertaining to services provided
- Reporting of abuse of vulnerable individuals
  - Mandated reporting
- Discrimination and service delivery
  - Anti-discrimination provisions
- Hours of operation
- Entry to services
  - Requirements of persons receiving services
  - Rules for program participation
  - Definitions of need
  - Denial of entry to services
- Data and file management
  - HMIS
- Management and Organizational requirements
  - Staff structure
  - Job description
- Board of Directors roles and responsibilities
- Quality Management
- Grievance
- Recruitment and hiring
- Orientation and training
  - Extensive safety training
- Qualifications
  - Qualifications of candidates
- Budgetary
- Cash operations
- Accounts receivable

- Liabilities
- Payroll
- Billing
- Cost allocations
- Property and Equipment
- Facilities
  - Bathroom maintenance
  - Building use allocation
- Emergency preparedness
  - Earthquake/fire evacuation plan
  - Population safety
- Emergency Medical Services and response plan
- Safety plan
  - Harm to self or others response plan
- Site plan
  - Fencing and Lighting
  - Neighborhood incident response
- Volunteer/intern
  - Training

**For more information or to set up a meeting, please call:**

**Meg Martin, MSW**  
**Interfaith Works Shelter Coordinator**  
**360-545-3176 or**  
**Email: <mailto:thepeopleshouseolympia@gmail.com>**

# 2012 Gaps Analysis for Thurston County's Homeless Services and Housing System

## Homeless and Housing Gaps

Even with very effective housing and services programs in place to stabilize people out of homelessness, there are not enough programs in place to meet the need. During the 2013 point-in-time count, there were 237 people who were not only homeless but were living unsheltered on streets, alley-ways, and in tents in wooded areas.

The nature and extent of homelessness in Thurston County at the beginning of 2013 is dire, more so than it has been in many years. Increasing numbers of single men, women, youth and sometimes families are relying on the streets of downtown Olympia, the county's largest city. Three homicides took place in the late 2012 in which the victim, the perpetrator, or both were people who were living on the streets or in encampments. The impacts on the city of Olympia led to the adoption of an Ordinance banning overnight camping on city property, including the most frequented spot, the steps of City Hall. The Ordinance forced the community to question: where can homeless people sleep safely in the short term and what are the long term solutions that lead to stable housing?

Answers to those questions came in two parts:

1. **Short-term solutions** to address the immediate homeless needs in downtown Olympia were formulated into a coordinated sheltering plan that included partners such as the Salvation Army, Interfaith Works, EGYHOP and planners. In January, a coordinated sheltering plan failed and a Low-barrier Shelter Task Force was formed.
2. **Long-term solutions** to the overall Homeless Needs in Thurston County came from the culmination of a year-long project called the Homeless System Coordinator Project.

## The Homeless System Coordinator Project identified the following Needs:

### Homeless Families with Children

With the recent development of the Smith Building Project to meet the shelter, day center and permanent supportive housing needs for families with children, many gaps were plugged in the system for this population. **Gaps** still remain, however, in **homeless prevention, rapid rehousing and coordinated** entry to meet the needs of a growing Thurston County population. Adding to the affordable housing stock is also needed, including housing made affordable by building smaller homes in denser, well-designed communities.

### Homeless Youth

The numbers of children experiencing homelessness in Thurston County have nearly doubled since 2006 according to the Washington State Office of the Superintendent of Public Instruction. Schools are mandated to count and offer transportation to public school students who are homeless. Youth homelessness most commonly involves couch surfing, spending as much time with a friend or family member as they can before moving to the next temporary accommodation. Today, more youth are

surviving without the convenience and comfort of even couch surfing to keep them in doors. Older children are sleeping in downtown Olympia and camping just outside of town.

**Gaps** needing to be filled for youth are **overnight shelter** and perhaps a new, **hybrid of shelter/transitional housing bridge program** that provides an entry into housing that lets young people progress from street reliance to affordable permanent housing at their own pace. Young people under the age of 24 have developmental, education and employment needs that differ from that of older adults who are homeless and from families that are homeless. If a young person has become street-dependent in their teenage years, they likely have a long curve to mature developmentally, to complete their education and to become employable. A bridge program will allow young people to be sheltered and kept safe, then allow for a young person to mature, complete their education and to become employable at a paced that is customized to the individual.

### **Chronically Homeless Adults**

Chronically homeless adults are defined as those with one or more disabling conditions who have been homeless for a year or more, or have had 4 or more episodes of homelessness out of the last 3 years. During the 2013 Point-in-Time Count of homeless people, there were 209 people who were chronically homeless in Thurston County. According to the National Alliance to End Homelessness, “chronic homelessness is long-term or repeated homelessness of a person or family headed by a person with a disability. Many chronically homeless people have a serious mental illness like schizophrenia and/or alcohol or drug addiction.” The 2013 Thurston County Point-in-Time Count did not find any families that met the chronic homeless definition.

In the short-term, **a low-barrier shelter program needs to be developed that can also meet the need for a day center**. This solution would also address the need for a **public restroom** that is accessible to people during the night. This resource will also fill an outreach and engagement gap in the system for those who are chronically homeless.

In the mid-long-term, **creating permanent supportive housing units** for this population is what is needed. The caution here is that this is expensive housing to create and operate. The reality is that the cost to not create these units costs our community more. For planners, finding funding partners in the healthcare and mental health communities is advised.

### **Single Adults and Couples**

For many, homelessness is, as they say, a paycheck away. For the non-chronically homeless adult, homelessness is mainly an economic problem. Housing is expensive and according to HUD CHAS data from 2005-2009, 24.1% of Thurston County households live cost-burdened. This means 26,039 households have incomes under 80% of the county median and pay more than the recommended 30% for housing costs. **Developing a Coordinated Entry for the homeless system** is key to people knowing where they need to go for help with a housing issue. Supporting that Coordinated Entry with **prevention and rapid rehousing tools** will ensure that people experiencing first-time homelessness, can rapidly be returned to stable housing.

## Top 5 Gaps in Thurston County's Homeless System (in no order of priority)

- Youth Shelter\*
- Youth Bridge Program
- Low Barrier Shelter Program for Adults\*
- Rapid Rehousing for Families
- Permanent Supportive Housing for Adults

*\*immediately needed to plug short-term gaps*

## Considerations

Key considerations when developing strategies to addressing these gaps in the homeless system are:

- **Right-sizing interventions** - ensuring that interventions are developed on a scale and in a character that is suited to Thurston County's size, geography and demographics.
- **Location** – locating shelter and permanent supportive housing where it is accessible to services and transportation but is also not an impediment to a thriving business or social environment.
- **Leveraging** –County and city homeless system resources do not have to be the sole source for programs and projects to address gaps in the homeless system. It will be important to leverage other funds in an unprecedented way. It will be key to the success of the system as a whole for each program, proposal, project and provider to seek to leverage local funds with state and federal resources, charitable resources, donation of goods, volunteer support and other resources.
- **The “how” needs to have broad support** – the public, homeless housing and services providers, homeless people, the business community and other stakeholders need to be part of the process to develop strategies to meet gaps in the homeless system.

## Future Planning Work

Thurston County has committed to continue the Homeless Coordinator Project for a second year. The scope of work will include:

- Fully Develop Coordinated Entry
- Maximize Current System Capacity, Efficiency and Effectiveness
- Improve HMIS Data Quality
- Update Ten Year Plan to include:
  - Gaps, Goals and Strategies
  - Performance Measures and Timeline
  - Funding plan
- Develop Low-barrier Sheltering capacity
- Develop Permanent Supportive Housing
- Develop Youth Housing Solutions
- Provide Adequate Rapid Rehousing
- Monitor and Report on System Improvement
  - Establish an ongoing implementation, feedback and improvement loop
- Share Vision and Successes
  - Seek to leverage other support

## GAPS ANALYSIS:

### Families with Children and DV/SA

| System Toolbox                        | Specifics                         | Current Inventory (in households/individuals) | Under Dev.                  | Gap  | Priority Level |
|---------------------------------------|-----------------------------------|---|-----------------------------|--|----------------|
| <b>Coordinated Entry</b>              | Family Support Center             | 48 households                                 | ✓                           | FSC needs capacity to handle intakes and referrals for this population                           | 2              |
| <b>Outreach and Survival Services</b> | Homeless Resource Advocacy at FSC | ?   | -                           | -  | -              |
|                                       | Daycenter at FSC                  | 6 households                                  | Smith Building adds day use |  |                |
| <b>Shelter</b>                        | Family Support Ctr                | 7/24  | Smith Building adds day use | Beds in dev at Smith Bldg not quite fully funded   | 1              |
|                                       | Housing Authority                 | 4/16  |                             |  |                |
|                                       | Out of the Woods                  | 3/12  |                             |  |                |
|                                       | SafePlace                         | 10/28   |                             |  |                |
|                                       | Yelm Community Services           | 1/6   | Rehab grant?                | -  | -              |
| <b>Rapid Rehousing</b>                | Family Support Ctr                | 4   | -                           | 50 Rapid Rehousing slots of various lengths of stay<br>-cover TBRA*<br>-Cover rural<br>-Cover DV | 1              |
|                                       | SafePlace                         |   |                             |  |                |
| <b>Transitional</b>                   | Housing Authority HATS            | 30  |                             |  |                |
|                                       | Housing Authority WFF             | 10  |                             |  |                |
|                                       | CAC - Rural TBRA                  | 6   |                             |  |                |
|                                       | FSC - TBRA                        | 20-30*  |                             |  |                |
| <b>Permanent Supportive Housing</b>   | Family Support Center             | -   | 7                           | Units in dev at Smith Bldg not quite fully funded  | 1              |
| <b>Other</b>                          | System Training and Education     | Housing Task Force offers some                |                             | Improve employment outcomes for homeless families  | 1              |

| GAPS ANALYSIS:                   |  |                                |            |  |                |
|----------------------------------|--|--------------------------------|------------|--|----------------|
| Singles and Couples              |  |                                |            |  |                |
| System Toolbox                   | Specifics  | Current Inventory              | Under Dev. | Gap  | Priority Level |
| Coordinated Entry                | SideWalk established with the intent to fill this role                                   |                                |            | - buy-in from Salvation Army<br>-capacity at SideWalk to handle need                       | 1              |
| Outreach and Survival Services   | Homeless Outreach for Mental Health Services<br>Capital Recovery Center                  | 2 FTE?                         |            | No   | -              |
|                                  | EGYHOP Outreach Dt Olympia   |                                |            |  | -              |
|                                  | Downtown Ambassador Prog.  | 8 x .4FTE                      |            | No   | -              |
|                                  | Bathrooms – 24/7 public bathroom   | 0                              |            | Yes  | 1              |
|                                  | Encampment/unsheltered Outreach  | 0                              |            | Capacity for regular check-ins   | 2              |
|                                  | Day Center - access to phone, housing info, services and benefits info, hygiene supplies | 0                              |            | Some access/capacity needed  | 1              |
|                                  | Camp Quixote   | 30                             | -30        | See PSH below  |                |
| Shelter<br><i>*seasonal</i>      | The Salvation Army   | 42                             |            | 40 beds of year round, low-barrier shelter, harm reduction model                           | 1              |
|                                  | Drexel House   | 16                             |            |  |                |
|                                  | St Michael/St Vincent de Paul*   | 12                             |            |  |                |
|                                  | Interfaith Women's   | 18                             |            |  |                |
|                                  | Cold Weather Overflow*   | 31                             |            |  |                |
| Rapid Rehousing/<br>Transitional | CAC HEN Program  | 209                            |            | 40 Rapid Rehousing or Transitional Housing slots   | 2              |
|                                  | CAC – ESG - prev   | 26                             |            |  |                |
|                                  | Drexel House - ESG   | 3                              | ?          |  |                |
|                                  | SideWalk – RR - 2163   | 67                             |            |  |                |
|                                  | SideWalk – RR - ESG  | 18                             |            |  |                |
|                                  | SideWalk – RR – CHG Incentive  |                                | 25?        |  |                |
|                                  | Bread & Roses  | 12                             |            |  |                |
|                                  | CAC - TBRA – Capital Rec. Ctr  | 18                             |            |  |                |
|                                  | CAC - TBRA - BHR   | 8                              |            |  |                |
|                                  | Arbor Manor  | 5                              |            |  |                |
|                                  | Drexel House   | 25                             |            |  |                |
| Permanent Supportive Housing     | Fleetwood Apts   | 42                             |            | -25 units of PSH targeted to most chronically homeless<br>-Quixote Village has funding gap | 1              |
|                                  | The Gardens  | 34                             |            |  |                |
|                                  | Drexel House   | 10                             | 25         |  |                |
|                                  | Quixote Village  | 0                              | 30         |  |                |
| Other                            | System Training and Education  | Housing Task Force offers some |            | Needed: Harm Reduction<br>Trauma Informed Care<br>Housing First Model/Philosophy           | 1              |



## GAPS ANALYSIS:

### Youth

Includes Transition-Aged Youth Ages 16-24

| System Toolbox                 | Specifics   | Current Inventory   | Under Dev.                       | Gap   | Priority Level |
|--------------------------------|---|---|----------------------------------|---|----------------|
| Coordinated Entry              | CYS   | ✓   |                                  | To achieve full HMIS capturing of unsheltered, need capacity at CYS to handle volume  | 2              |
| Outreach and Survival Services | Homeless Outreach for Youth at CYS  | .2 FTE  |                                  | Need 2 FTE to cover schools and communities   | 3              |
|                                | Rosie's Place - access to housing info, services and public benefits resources, phone, hygiene supplies, food, etc  |   |                                  | In a climate of decreasing revenues, stabilization of this resource is a priority     | 1              |
| Shelter                        | Haven House   | 4   |                                  | Year round capacity for youth 18-24   |                |
|                                | Rosies at Night   | 10  |                                  |   |                |
| Shelter-transitional Bridge    | New program combining shelter/drop-in center/outreach/transitional housing services could provide wrap around support customized for youth dynamics and needs | -   | 10 slots<br><br>4-6 Bridge units | 10 -12 slots<br>(under dev is brand new idea, gap if this plan fails to move forward) | 1              |
| Rapid Rehousing/Transitional   | TLP (5 TBRA)  | 17  |                                  | 48-60 Rapid Rehousing or Transitional Housing slots                                   | 1              |
|                                | RISE (3 TBRA/2 ESG)   | 14  |                                  |   |                |
|                                | IYHP (3 ESG)  | 14  |                                  |   |                |
|                                | ECHO (1 TBRA/1 ESG)   | 8   |                                  |   |                |
| Other                          | System Training and Education   | Housing Task Force offers some<br><br>CYS has some in-house |                                  | Needed:<br>Harm Reduction<br>Trauma Informed Care<br>Housing First Model/Philosophy   | 1              |